

**CLAIMS**

1. A computer system for managing business data relating to the performance of an enterprise, comprising:
  - 5 a plurality of terminals (1000) each having a user interface for displaying data to a business person of the enterprise;
  - a communications network (2000) to which said terminals (1000) are connected; and
  - 10 a database (4000) storing a database of historical business data comprising values of each of a plurality of indicators at a plurality of points in time, said indicators including raw business data;
  - characterised in that the system further comprises;
  - 15 at least one computer programmed (6000) to receive real-time events comprising new values of a plurality of said indicators comprising new raw business data from one or more external sources (6000); and
  - programmed (5000) to combine the new raw business data with selected historical business data from said database (4000) to calculate at least one value of a business metric therefrom, so as to provide real-time event-driven values of the metrics.
- 20 2. A system according to claim 1, in which said at least one computer is arranged to repetitively calculate an actual, expected and predicted value of said metric from selected historical business data from said database (4000) so as to provide realtime actual, expected and predicted values.
- 25 3. A system according to claim 1, in which said at least one computer is arranged to store one or more rules operating on said real-time event-driven values and/or said real-time actual, expected and predicted values in accordance

with predefined conditions, and to execute said rules in event-driven fashion when said values change.

4. A system according to claim 1, in which said at least one computer is  
5 arranged to store one or more target values and to compare said real-time event-  
driven values and/or said real-time predicted values with said target values.

5. A system according to claim 1, in which said at least one computer is  
10 arranged to store one or more alert definitions causing a signal to be sent when a  
said rule is met.

6. A system according to claim 5, in which said at least one computer is  
arranged to send a message to a terminal selected in dependence on the nature of  
the alert.

15 7. A system according to claim 6, in which the message is an email message.

8. A system according to claim 7, which is arranged to open a discussion  
20 thread under predefined conditions, and involving a predefined group.

25 9. A system according to claim 1, comprising means for generating a real-  
time-updated graphical user interface to display data selected from said real-time  
event-driven values and/or said real-time actual, expected and predicted values  
and/or said raw business data and/or said alerts.

10. A computer program product for causing at least one computer to  
implement at least part of the system of claim 1.

11. A method for understanding the impact on an organization's of new transactions, events or changes in data, the method using a computer system, the method comprising

defining metrics which describe the performance of an organization, corporation, team or group, or business process;

5 storing historical values for the metrics;

defining goals for the current and future performance as measured by the metrics;

10 projecting the likelihood of targets being achieved in the future;

testing, improving and/or optimizing performance of one or more metrics;

detecting the significance of a transaction, event or change in data;

15 performing an action in response to the step of detecting the significance of a transaction, event or change in data;

distributing collective understanding of the meaning and significance of a metric, transaction, event or change in data across an organization, corporation, team or group.

12. The method of claim 11, wherein the substep of defining metrics which describe the performance of an organization, corporation, team or group, or business process, includes one or more of

20 definition of metrics by an expert operator of the computer system to establish standard metrics for an organization, corporation, team or group, or business process;

25 definition of metrics by a business operator of the computer system to establish metrics for an organization, corporation, team or group, business process or personal use.

13. The method of claim 11, wherein the substep of defining targets for the current and future performance as measured by the metrics includes

definition of goals by an expert operator of the computer system to establish standard goals for an organization, corporation, team or group, or business process;

definition of goals by a business operator of the computer system to establish targets for an organization, corporation, team or group, business process or personal use.

14. The method of claim 11, wherein the substep of projecting the likelihood of goals being achieved in the future includes forecasts performance and ranges 10 of potential likely performance.

15. The method of claim 11, wherein the substep of optimizing performance of one or more metrics includes one or more of  
detecting relationships between different metrics;  
15 use of the computer system to calculate optimal values for goals which have a relationship with the metric or metrics to be optimized;  
development of scenarios to simulate performance under certain circumstances.

20 16. The method of claim 11, wherein the substep of detecting the significance of a transaction, event or change in data includes one or more of  
likelihood of achieving a goal or not;  
recalculation of forecast performance;  
recalculation of optimal goal values;  
25 notifying an operator of the computer system that the detection has taken place; and  
interpretation of why the transaction, event or change in data is significant.

17. The method of claim 11, wherein the substep of performing an action in response to the step of detecting the significance of a transaction, event or change in data includes one or more of

- 5 notifying a user or groups of users of the computer system;
- storing status information to reflect the priority of action;
- storing information on the action taken;
- storing status information after the action has been taken;
- correlating previous actions taken with performance and achievement of goals.

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18. The method of claim 11, wherein the substep of distributing collective understanding of the meaning and significance of a metric, transaction, event or change in data across an organization, corporation, team or group includes one or more of

- 15 storing annotations, comments and threads of discussion;
- linking of annotations, comments and threads of discussion to metrics, targets and forecasts;
- publishing metrics, goals and forecast performance across an organization, corporation, team or group;
- 20 publishing annotations, comments and threads of discussion across an organization, corporation, team or group.

19. The method of claim 11, wherein the substep of monitoring performance of one or more metrics includes one or more of

- 25 the automatic calculation of a previously defined dimension on the metric;
- the automatic creation by the system of additional individual level metrics as new instances of the dimension are added, without any operator involvement;
- the automatic interpretation of this new metric over time;

the automatic calculation of expected and forecast metrics, including but not limited to, the calculation of expected time of arrival at certain goal points or points in a process.

5        20. A method for enabling business men or women, without day to day support from expert computer operators, to

- create user interfaces for displaying data, including but not limited to metrics, goals, forecast performance, alerts, annotations, comments and threads of discussion using graphical and non-graphical displays;

10        publish user interfaces across an organization, corporation, team or group in different formats, including but not limited to web based formats, documents and third party electronic document formats;

- schedule automatic publishing and distribution based on specified time intervals or defined business rules and alerts.

15        21. A computer system for managing business data relating to the performance of an enterprise, comprising:

- a plurality of terminals (1000) each having a user interface for displaying data to a business person of the enterprise;

20        a communications network (2000) to which said terminals (1000) are connected; and

- a database (4000) storing a database of historical business data comprising values of each of a plurality of indicators at a plurality of points in time, said indicators including raw business data;

25        characterised in that the system further comprises;

- at least one computer programmed (6000) to receive new values of a plurality of said indicators comprising new raw business data from one or more external sources (6000); and

programmed (5000) to calculate a plurality of predicted current values of a business metric from selected historical business data from said database (4000), so as to provide a real-time predicted current model of the performance of the enterprise.